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ETHIOPIA PERFORMANCE MANAGEMENT SYSTEM PROJECT

DOI PARTNERS' INDICATOR HARMONIZATION WORKSHOP
SUMMARY REPORT

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600 Water Street, SW, Washington, DC 20024, USA
Tel: +1.202.484.7170 | Fax: +1. 202.488.0754
www.msiworldwide.com



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ACRONYMS

AIDAR	USAID Acquisition Regulation
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
EPMS	Ethiopia Performance Management System
FAR	Federal Acquisition Regulation
HQ	Headquarters
M&E	Monitoring and Evaluation
MSI	Management Systems International, Inc.
PMP	Performance Monitoring Plan
SOW	Scope of Work
TPM	Team Planning Meeting
USAID	United States Agency for International Development
USG	United States Government

INTRODUCTION

The development of the Performance Management Plan (PMP) is really only the first step in establishing an effective performance management system (it is, in essence, the blueprint for the system). Once the PMP is developed, it is essential to consider how data will be collected and how data will be used in a way that will facilitate use in decision making and influence budget allocations and program changes.

One of the key guiding principles in developing a PMP is to “Promote Participation and Ownership.” For USAID/Ethiopia Development Objective 1 (DO1), the decision to move beyond DO team participation, was one of the necessary next steps in order to engage all USAID's partners, contributing to the measurement and performance of DO1 results. This step was necessary to build not only shared ownership of results but also to reach consensus on the selected list of indicators (about 83 in number) that will be used to inform DO1 performance monitoring.

As such, it was very important to ensure that data that was to be generated from the performance management system are harmonized and useful to inform decision making for a variety of DO1 partners, including the Government of Ethiopia and other local organizations. In this regard, partners participated in the PMP development process into two phases: In Phase I, the DO1 Team through the Mission-wide M&E Contractor, Management Systems International (MSI), made one-on-one consultations with each implementing partner to map out a list of indicators to be reported and highlighted issues that needed to be resolved with other implementing partners (IPs); and Phase II entailed a one-day workshop (held on July 12th) on indicator harmonization that helped to establish a common understanding on the indicator definitions and build consensus on all other aspects of data collection for reporting on the selected indicators.

Why the Need to Ensure Indicator Harmonization Across Partners?

USAID/Ethiopia's D.O.1 represents one of the largest and most diverse portfolios in the Mission, managed by three Offices, including Economic Growth & Transformation (EG&T), Assets & Livelihoods Transition (ALT), and Health, AIDS, Populations & Nutrition (HAPN). In total D.O. 1 contains about 26 partners, which are implementing priority programs such as Feed-The-Future and the Productive Safety-Net Program (PSNP). The quarterly and annual progress reports from these activities need to be systematically aggregated by the Mission each year in November in order to compile the Annual performance Plan Report (PPR), which is sent to Washington. In order to ensure that the results reported by each partner follow the same definitions, level of disaggregation, units of measure, etc., it is necessary for USAID to harmonize the M&E methodologies and processes across our implementing partners.

The Workshop Key Objectives

Therefore, the main objective of the DO1 indicator harmonization workshop was to align the Project Monitoring Plans (PMP) among all implementers with the Mission's new D.O. 1 Performance Management Plan (PMP). Specific objectives for the workshop included the following:

- Align Partner Results Frameworks (RFs) with USAID/Ethiopia's
- Harmonize indicators across all partners (i.e. same data sources & methods)
- Provide a framework for aggregating data and summarizing the story of our collective impact
- Prepare partner PMPs for accurate reporting into USAID M&E systems (Annual Performance Plan Report (PPR) and & the FTF Monitoring System)
- Clarify Expectations - roles & responsibilities
- Establish Follow-up Actions and Timelines

WORKSHOP DESIGN & METHODOLOGY

The plenary sessions were designed to provide the genesis of the indicator harmonization process, as well as guidelines for the group discussions. The process entailed five steps, as outlined in Box 2, which had to be followed by the groups for reviewing each indicator with regard to general issues, before focusing on the specific issues indicator by indicator.

The outcome from the group discussions were also presented back to the plenary. There were four groups divided along the DOI Results Framework (Annex 1), each with two facilitators that were responsible for taking participants through their respective list of indicators per group.

Workshop Facilitators

The workshop was jointly facilitated by staff from both the USAID/Ethiopia Mission and the MSI, EPMS project. The process was highly participatory, right from the planning phase to the final execution phase working with the partners in groups. Prior to the workshop, partner reviews using a standard tool (an excerpt of the review tool is attached in **Annex 3**) were also conducted jointly by EPMS staff in the presence of COR/AOR for the respective projects reviewed. Table 1 below outlines the group composition with the facilitators per group.

GROUP DISCUSSION POINTS

- Review PIRS to understand the Indicator definitions and the required desegregations
- Reach consensus on the methodology for data collection
- Agree on frequency of data collection (Quarterly, Annual or both)
- Discuss the implications of data collection at all the various levels of disaggregation assigned to the specific indicator (PIRS or differ)
- Agree on the approach for establishing Baselines & their current status, per

TABLE 1: GROUP FOCUS AND FACILITATORS FOR THE DOI WORKSHOP

Group	Group Focus	Facilitators per Group
Group 1	DO 1 & IR 1	Rosern Rwampororo, MSI - EPMS & Semachew Kassahun, USAID
Group 2	IR 2	Awoke Tilahun, USAID, Reta Assega, USAID Abdu Zeleke, MSI – EPMS
Group 3	IR 3	Lazarre Portier , USAID Tesfayesus Yirdaw, MSI – EPMS
Group 4	IR 4 & 5	Gebeyehu Abeliti, USAID Hika Dinssa, MSI – EPMS
Morning Plenary	Workshop Opening PPT Presentations	Mark Carratto; Hollander Cullen Hughes; Rosern Rwampororo; Semachew Kassahun
Afternoon Plenary	Outcome of Group Discussions	Respective Group presenters' Cullen Hughes & Rosern Rwampororo as overall

The facilitators were also responsible for putting together the outcome of the group discussions, and the follow-up actions for their respective groups, which are detailed in **Annexes 2 a – d**.

WORKSHOP OUTCOME/SUMMARIES

The indicator review process entailed several steps, as mentioned earlier, which helped the groups to generate and discuss any issues on each indicator, and reach consensus on the actions to be taken by all the partners. For instance, those who had definitions for their indicators not conforming to those provided in the Performance Indicator reference sheets (PIRS) had to agree to change them to reflect the standard.

The key outcome from the workshop and group work entailed thoroughly reviewed list of all the 83 indicators selected by DO 1 for reporting. For each indicator, specific issues were highlighted and actions on how they will be resolved stated. These are presented in the respective group summaries affixed in **Annex 2**.

Issues Addressed by the Groups

Generally, the issues that emerged across all the groups include but are not limited to the following:

- **On Definitions:** Variation in the definitions currently used by the partners that contribute to the same indicator. Some of the custom indicators need to be clearly and fully defined.
- **On Methodology:** There were some differences between the methods used for data collection and surveys approaches.
- **On Frequency of Data Collection:** Most partners considered the frequency for to be annual for reporting, but many were already collecting data quarterly or semi-annual reporting requirements depending on the nature of their contracts. The latter was common across PSNP partners.
- **On Levels of Disaggregation:** There were some discrepancies in the disaggregation levels used by the various partners for the same indicator.
- **On Status of Baselines:** Some partners have already conducted their baseline such as AMDe, while others were just getting it underway. The majority had not yet started.
- **Other:** Most Custom indicators have either been partially or not fully defined. These include the following:
 - **Under IR 2:** The Mean Depth on poverty – has a definition but its other attributes need to be fully defined
 - **Under IR 2.2:** Average number of income of income sources – same as above
 - **Under 2.3:** Average value of assets – same as above
 - **Under IR 3.1:** Custom 4.6.2-1 Amount of private sector financing & Custom 4.6.2-7 – same as above
 - **Under 3.2:** Custom 4.6.2-6 Number of public-private dialogue mechanisms utilized

- **Under 4.4:** OFDA indicator on Number of people employed through cash-for-work activities – Not defined at all.
- **Crosscutting Indicators: On Disability 1 – 4** have definitions but other attributes need to be fully defined.

Consensus Reached on the Issues Raised

In general, there was consensus reached on all the issues raised as follows:

- **On Definitions:** All partners were to use the common definition provided in the PIRS for each indicator, including the custom ones. On the latter, USAID to take the lead in providing the necessary information.
- **On Methodology:** All partners were to use same data collection methods and/or share the tools for those who had already established mechanisms.
- **On Frequency of Data Collection:** It was agreed that all data should be reported both quarterly (where possible) for management use and annually for reporting to AID/Washington.
- **On Required Levels of Disaggregation:** The consensus was for all partners to provide data for all the required disaggregation levels as stipulated in the PIRS. However, partners indicated that it was difficult to provide data for the indicators that required disaggregation by age for
- **On the Establishment of Baselines:** All partners agreed to collaborate as much as possible and use common approaches. For instance for those partners that have to estimate area of land, it was agreed that the same standard conversions currently used by IFPRI in the conduct of the population-based survey.
- **Other:** It was agreed that USAID had to take the lead on custom indicators by providing not only definitions but the detailed information on how they were to be measured, disaggregated and reported.

On both the specific issues and consensus pertaining to each indicator, these are also detailed in the group summaries attached under **Annex 2 a – d**.

RECOMMENDATIONS AND NEXT STEPS

Given the multitude of issues raised across all the groups on the DO 1 indicators, some of the key recommendations highlighted here pertain to mainly the general issues. The actions agreed between the partners regarding the specific issues per indicator are detailed in each group summary in the Annex 2. The recommendations stated here double as the agreed course of actions by the partners.

TABLE 2: KEY RECOMMENDATIONS & THEIR TIMELINE

Issues	Recommendation	Responsible Parties			Timeline for Implementation
	(across all the groups)	USAID	Partners	MSI	
1. Definitions: Differences in partner definitions' with PIRS	Partners have all agreed to use standard (common) definitions as stipulated in PIRS	✓	✓	✓	Ongoing
2. Methodology Variation in methods currently used for data collection & survey approaches	Partners contributing to same indicator to use same data collection methods and/or share the tools		✓		Ongoing
3. Frequency Focus was mainly on annual reporting	Agreed to collect data & report data both quarterly and annually.		✓		Ongoing
4. Disaggregation Discrepancies in levels of disaggregation used by partners	All partners to provide data for all the required disaggregation levels as stipulated in the PIRS. The exception was with age disaggregation (10-29) for the crosscutting indicator on Gender.		✓		Ongoing
5. Baselines: Most partners had not established baselines	Partners agreed to collaborate as much as possible and use common approaches.		✓		Before partners begin significant implementation, to conform with the USAID Evaluation Policy
6. Other: a) Most Custom indicators have not been fully defined	USAID to provide all the missing information on the indicators highlighted.	✓			As soon as possible (by July 30), so that MSI-EPMS can finalize the PIRS.
b) Gaps in the PIRS & Master List	MSI-EPMS to liaise with all the parties concerned in order to update both the Master PIRS & DO I Indicator list.		✓	✓	On/about August 10th
c) Some indicator definitions (e.g. on Gross Margins) do not fully capture the Ethiopian Context	The mission needs to communicate with Washington about the importance of unpaid family labor in the Ethiopian context.		✓		

Next Steps

In order to have a complete performance management plan (PMP) for DO1, there is need to bring together a number of components. The Five Key Elements of a Complete PMP include the following:

- A Narrative Summary
- The Results Framework (RF)
- Performance Data Summary Table – As a separate management tool for tracking baselines and targets
- Performance Indicator Reference Sheet (PIRS) for each Indicator in the RF
- Matrix Summarizing Key Roles and Responsibilities for USAID

Therefore, the necessary logical steps to be taken after the workshop on indicator harmonization is to move towards the completion of all the components required for the DO1 PMP. The immediate steps include but are not limited to the following:

Step 1: MSI-EPMS to finalize/update all the master documents (PIRS; the DO1 Master Indicator List) in collaboration with the DO 1 Team on the issues and actions highlighted above.

Step 2: DO 1 Team to share the final drafts of the PIRS and Master Indicator list with the partners.

Step 3: Partners also to update their list of indicators and their PMPs in line with the Master indicator List; modify their definitions provided according to the definitions provided within the PIRS for the indicators they are required to report on to USAID.

Step 4: Continued collaboration among partners on approaches and methods used to collect common indicators as per the consensus from the group discussions as summarized.

Step 5: DO 1 Team to finalize the PMP Narrative, Including the Critical Assumptions associated with the Results

Step 6: MSI-EPMS to develop the Data Summary Tables for all the indicators to be tracked as contained in the DO 1 Indicator Master List. Performance Data Tables (including Baselines and Targets). These tables are complimentary to the PMP document and include baselines and targeted values for the DO and IR level indicators.

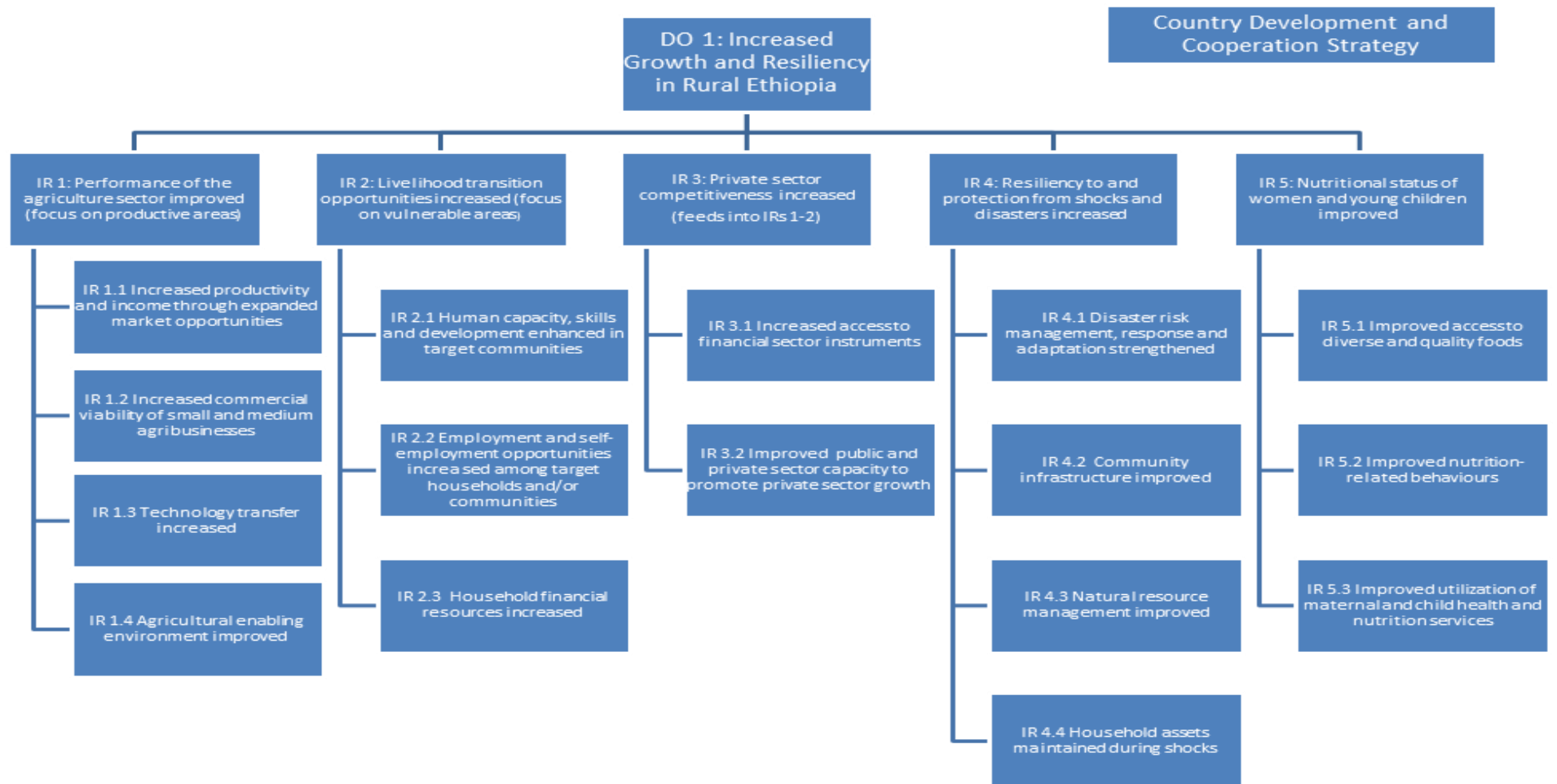
Note: Data is maintained in a spread sheet format (and will eventually be transitioned to AIDTracker) to facilitate more effective data analysis.

Step 7. DO1 Team to bring together all the key components as a Draft Complete PMP for DO1

Step 8. DO1 to submit the Complete PMP to Program Office for Approval by Mission Management

Finally, the approved complete PMP can be shared with all the DO 1 partners. In addition, CORs/AORs can use it to engage with their respective partners in terms of follow-up on baselines, targets and actual data reported among other things.

ANNEX I: DO I RESULTS FRAMEWORK



ANNEX 2: GROUP SUMMARIES

Annex 2a: Group I (DO-Level & IRI Indicators) Discussion Summary

Part A: Consensus Reached on General Issues: Group One

Issues	Consensus	Partners Responsible
1) Definitions		
The partners had differences in definitions for some of the indicators, compared to that provided in the PIRS.	All partners agreed to follow PIRS as a guideline	AMDe, GRAD, LGP, PRIME, LAND, WATER; AAIFP, ATA, Peace Corps, PLI, ELAP, MASHAV; DFAP, ENGINE, FABs
2) Methodology for Data Collection		
a) There were differences in the methods used to collect data and in surveys approaches.	Consensus reached among all partners to make use of the same approach in data collection. At the same time will share tools with each other.	AMDe, GRAD, LGP, PRIME, LAND, WATER; AAIFP, ATA, Peace Corps, PLI, ELAP, MASHAV; DFAP, ENGINE, FABs
b) Some have already conducted baseline, such as made while others are yet to start.	AMDe to share its tools with other partners	
3) Frequency of Data Collection		
For some, the frequency of reporting is bi-annual, while others it is either quarterly or annual	Partners agreed that where it is possible to report Quarterly, all should do so to meet management needs, and then can also report annually	AMDe, GRAD, LGP, PRIME, LAND, WATER; AAIFP, ATA, Peace Corps, PLI, ELAP, MASHAV; DFAP, ENGINE, FABs
4) Data for Required Disaggregation		
Disaggregation of some indicators may not be feasible.	For indicator 4.5.2-2 disaggregation by age will not be possible. All partners agreed that disaggregation by disability and Woreda to be addressed.	AMDe, GRAD, LGP, PRIME, LAND, WATER; AAIFP, ATA, Peace Corps, PLI, ELAP, MASHAV; DFAP, ENGINE, FABs
5) Establishing Baseline		
• Status	Most partners except AMDe don't have baselines established. Therefore they agreed to collaborate during baseline data collection and share the experience of AMDE.	AMDe, GRAD, LGP, PRIME, LAND, WATER; AAIFP, ATA, Peace Corps, PLI, ELAP, MASHAV; DFAP, ENGINE, FABs
• Approach	Consensus reached to have consistent, standard/rigorous approach in both the design and conduct of baselines.	

Note: Partners in attendance for Group 1 included: WOCCU; ICARDA; ARD; ELAP; USDA-FAs; ENGINE; REST; IRC; CIAFS; CARE; Peace Corps; IOCC. The list of participants is also included at the end of this Group summary.

Part B: Summary Table on Follow-up Actions: Group One

S/N	Indicator code	Issues	Actions to be taken	Responsible Partners	Time frame
DEVELOPMENT OBJECTIVE I: Increased growth and resiliency in rural Ethiopia					
I	4.5.2* Number of jobs attributed to FTF implementation	a) Whether to count the # households or individuals for job creation? b) Were they simply counting the # of jobs? c) Frequency of reporting? d) Baseline? e) Disaggregation	a) Count the number of individuals employed b) # jobs created should be changed in to FTE c) Use both Quarterly and annually frequency d) Baseline Status for each Partner <ul style="list-style-type: none"> • LGP-TBD • AMDe- done <p>Note: Baseline value for this indicator is Zero</p> e) Disaggregation by disability and woreda is to be addressed by all IP	AMDe, GRAD, LGP, PRIME, PLI II	Continuous
IR I: Performance of the agriculture sector improved					
6	4.5.4* Gross margin per unit of land, kilogram, or animal of selected product	a) The contribution of ENGINE for this indicator is minimal b) Omitting unpaid family labor from the cost calculation will have biased result on this indicator c) Should the amount consumed by HHS be considered in the gross-margin calculation? d) Does gross-margin calculation vary between pastoral and high land areas? e) Frequency of reporting? f) Different regions use local unit of measurement for land; how can we harmonize?	a) ENGINE will not report on this indicator b) In Ethiopian context, Family labor has opportunity cost and has to be considered in cost calculation. the mission need to communicate with Washington folks c) Value of products consumed has to be captured in Gross margin calculation <p>Note: AMDE has already started gross-margin analysis and can share experience to other. Others can critically look at the tools that AMDE used. They can directly adopt the tools if it meets their context</p> d) When calculating Gross-margin, cost structures might vary but still the	AMDe, GRAD, LGP, PRIME	Continuous

S/N	Indicator code	Issues	Actions to be taken	Responsible Partners	Time frame
		g) Baseline for this indicator?	<p>methodology remains to be the same.</p> <p>e) Frequency of reporting for this indicator will be annual</p> <p>f) Unit for measurement of land has to be Hectare across regions and we need to get the conversion factor from IFPRI</p> <p>g) GRAD to conduct baseline in consultation with other partners</p> <p>Note: AMDe has the baseline already but need to be reconciled with IFPRI's baseline</p>		
8	4.5.2-7* Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	Disaggregation?	Disaggregation has to be according to PIRS	AMDe, LGP, PRIME, Peace Corps, MASHAV; CIAFS; FABs; AAIFP	ASAP
9	4.5.2-23 Value of incremental sales (collected at farm level) attributed to FTF implementation	Issue of disaggregation? How can we handle inflation?	Disaggregation has to be done by commodity To handle inflation, sales has to be converted in to dollar terms	AMDe, LGP, PRIME	ASAP
10	CUSTOM 4.5.2-17 Percent change in value of international exports of targeted agricultural commodities as a result of US assistance	How informal exports to neighboring countries were to be captured?	<p>a) Partners were to report on export value through formal trade</p> <p>b) Consensus has been reached on the definition of "Regional" as Africa as a whole.</p>	AMDe & LGP	Continuous
11	4.5.2-11 Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	Ambiguity in defining group? What level of membership do we use to define group?	Consensus reached to set cut-off point; i.e Partners to consider a group only if the # of members are 5 or more	AMDe, LGP, PRIME, LAND, WATER; AAIFP, Peace Corps, PLI II	Continuous

S/N	Indicator code	Issues	Actions to be taken	Responsible Partners	Time frame
Sub-IR 1.1: Increased productivity and income through expanded market opportunities					
Sub-IR 1.2: Increased commercial viability of small and medium agribusinesses					
14	4.5-10 Total increase in installed storage capacity	Either to consider off-farm or on-farm storage facilities in counting total increase in installed storage capacity?	Agreed to consider only off-farm storage	AMDe, PLI II,	Continuous
15	4.5.2-30 Number of MSMEs receiving USG assistance to access bank loans	Differences in who is counted as receiving loans.	a) Consensus reached on all issues raised. AMDe has a baseline value while GRAD does not. AMDe to share experience with ENGINE and FaBs. b) Regarding bank loans, GRAD will count # farmers receiving banks loans whereas AMDe will count # cooperatives receiving bank loans	AMDe, ENGINE, GRAD; FABs	Continuous
16	4.5.2-37 Number of MSMEs receiving business development services from USG assisted sources	No major issues	CIAFS has to be included under this indicator	AMDe, FABs & CIAFS	Done
17	4.5.2-43* Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance	Difficulty to disclose the financial statement of private firms?	a) Requested for Proposal from the private sector groups on how to assess profitability of firms.	AMDe, AAIFP, & FABs	ASAP
Sub-IR 1.3: Technology transfer increased					
19	4.5.2-2 Number of hectares under improved technologies or management practices as a result of USG assistance	a) Possibility of double counting of area under improved technologies? b) Disaggregation by sex would be a problem if the area under technology is communal land	AMDe has done the baseline for this indicator while PRIME TBD. AMDe needs to share experience with PRIME.	AMDe, PRIME, Peace Corps, PLI II	ASAP

S/N	Indicator code	Issues	Actions to be taken	Responsible Partners	Time frame
21	4.5.2-39 Number of technologies or management practices in one of the phases of development	Baseline TBD		AMDe, GRAD, PLI,	ASAP
Sub-IR 1.4: Agricultural enabling environment improved					
24	4.5.1-22 Number of rural hectares mapped and adjudicated	a) In Ethiopia certification is made on parcel basis rather than Hectare as a unit of measure? b) Baseline issue?	a) Use of Hectare is necessary in order to aggregation data at global and Mission level. It was agreed that “Parcel” as unit could continue to be used for tracking but the total had to be converted to Hectares for reporting. b) The Baseline for the upcoming LAND project has to be taken from ELAP (the end of project #s).	LAND	Continuous ASAP
25	4.5.1-25 Number of households with formalized land	Issue of Baseline?	a) Baseline has to be taken from ELAP b) Method of data collection will be directly counting the beneficiaries	LAND,	ASAP Continuous
Crosscutting Indicators					
	GNDR-2	Disaggregation by age (10 – 29) will be a problem?	a) Mission to provide further guidance	GRAD, CIAFS, PLI II, ESTA, LGP, PRIME & LAND	ASAP
	Disability indicator-4	Problem in materializing disability inclusion/mainstreaming?	a) Partners to ensure the inclusion of disabled people in their interventions b) Tailored projects to include disable people c) Check the training facilities to ease the participation of disable folks	ESTA & PRIME	Continuous
	4.5.1-24 Number of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance in each case	Problem in summarizing the different stages of policy	Use policy matrix to summarize the different stages of policy in reporting	AMDe, CIAFs, PLI II, LGP, PRIME, LAND, & FABs	Continuous

Annex 2b: Group 2 (IR2 Indicators) Discussion Summary

Part A: Consensus Reached on General Issues: Group Two

The group was facilitated by Awoke Tilahun (USAID), Reta Assegid (USAID) and Abdu Zeleke (MSI/EPMS). A total of 15 participants (from USAID, MSI, DFAP [REST, CRS, FHE, and SCUS], ENGINE, PLI II [SCUS & CARE], ACRUD/WOCCU & IOCC) were in attendance of the group discussion. See the attached participants list. IRC-Water and FINTRAC-CIAFs were not represented in the group discussion.

Issues	Consensus	Partners Responsible
1) Definitions		
IPs use different definition on their PMP other than the PIRS and also un-clarity with some of the definitions stated in the PIRS	IPs agreed on the definitions stated under the PIRS except under indicators 3.3.3-15 & Disability 4 as stated under part B below	USAID
2) Methodology for Data Collection		
Inconsistency on methodology of data collection among Implementing Partners	Agreed on the methodology of data collection to use the project records and to have a sample survey for Indicators; 4.5.2-23, CUSTOM under IR 2.2, and CUSTOM under IR 2.3 (BL, Mid & Final)	GRAD, ENGINE, Peace Corps, PRIME, WATER, DFAP, CIAFs, PLI II,
3) Frequency of Data Collection		
Inconsistency on Frequency of data collection among Implementing partners	Agreed on the frequency of data collection as stated on the PIRS and also to provide on quarterly basis for those activities easy to generate data on quarterly basis.	GRAD, ENGINE, Peace Corps, PRIME, WATER, DFAP, CIAFs, PLI II,
4) Data for Required Disaggregation		
Inconsistency of data disaggregation among partners and also not using as stated in the PIRS	Agreed to disaggregate data as stated on the PIRS including disaggregates by woreda (district) whenever it is applicable. But it was noted that although the IPs understood what male no female and female no male household, the collection of data on such disaggregates may be difficult and affect the quality of data Disaggregates for the CUSTOM Indicators to be included in the PIRS	USAID
5) Establishing Baseline		
<ul style="list-style-type: none"> Status 	The baseline survey for REST is underway but for others it is in planning stage	IPs mentioned above
<ul style="list-style-type: none"> Approach 	IPs understood the definitions of indicators and they all will apply sample survey and/or review of records (project or	IPs mentioned above

other sources) to collect data on indicators.

Part B: Summary Table on Follow-up Actions: Group Two

S/N	Indicator #	Issues	Actions to be taken	Responsible body	Time frame
DO	(IR 1) 4.5-2: Number of jobs attributed to FTF implementation	Issue of double counting if a person gets support from different programs; e.g., supporting HHs with more than 1 IGAs creating jobs Issue of interpretation; the created jobs might not show the number of people who have got a job	Count the No. of support, not the No. of HHs	GRAD, ENGINE, Peace Corps, PRIME, WATER, DFAP, CIAFs, PLI II,	Ongoing
IR 2: Livelihood transition opportunities increased (focus on vulnerable areas)					
	4.5.2-23 : Value of incremental sales (collected at farm level) attributed to FTF implementation	a) Climatic/external factors affecting the results of the intervention; especially when there is variability between years (concern in the pastoral/low land areas) b) Using the same HHs as the baseline or to have sample data collection?	a) Describe/explain in the narrative part of the report Baseline, Midterm & Final instead of Annual reporting incomparable season b) Can apply a sample data collection as the method of sampling is scientific and representative	GRAD, PLI II GRAD, ENGINE, Peace Corps, PRIME, WATER, DFAP, CIAFs, PLI II,	Ongoing
	4.5.2-14 : Number of vulnerable HHs benefiting directly from USG assistance	Disaggregation Female No Male (FNM); Male No Female (FNM) & Male & Female (M&F) is difficult to record as compare to, Female Headed and Male headed HHs and create in-consistency	The group reach to consensus to apply both disaggregates of households (Female No Male (FNM); Male No Female (FNM) & Male & Female (M&F) and (Female headed and male headed) as required although the move from the conventional Male/Female headed houses to Female no male, male no female households is somehow weird.		
Sub IR 2.2: Employment and self-employment opportunities increased among target households and/or communities					
	3.3.3-15 /FFP: Number of USG social assistance beneficiaries participating in productive safety nets	Direct supported beneficiaries who are don't provide time or labor is not to be included based on the PIRS definition. If we didn't include them, the actual beneficiary figure will be less.	Suggestion from the Mission: Those who don't provide time or labor should not be included in this indicator. IPs can define their own CUSTOM indicator to capture both who provide and don't provide time or labor.		

CROSS CUTTING INDICATORS

CUTOM Disability 4: Number of outreach activities conducted to include people with disabilities in project	What are the outreach activities	<p>The definition is :</p> <p>This indicator captures the number of outreach activities conducted to include people with disabilities in project activities or to increase participation in community. These activities can be defined as a systematic attempt to provide services and facilities to people with disabilities. Outreach activities to people with disabilities will ensure that the programs and services are equitable and made accessible to people with disabilities. They involve a number of components, including an understanding of the people with disabilities, using communication techniques that are most appropriate for people with disabilities; earning the trust and acceptance of people with disabilities; developing partnerships and working relationships with people with disabilities and their community organizations. Outreach activities to people with disabilities can also be categorized as research, education, and service. Research outreach activities refer to the dissemination of a discovery's results or the gathering of information for a discovery. These can include technology transfer, policy reviews, and creative works in the arts. Educational outreach activities are characterized by teaching or demonstrating an expertise in a particular subject to increase the potential of individuals or groups. Service outreach activities focus on performing a function that benefits people with disabilities. These services may include access to credit, agricultural inputs, HIV testing, prenatal care for teenage mothers and the like.</p>	This definition will be included in the PIRS soon.
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Annex 2c: Group 3 (IR3 Indicators) Discussion Summary - Private Sector Competitiveness Increased

Part A: Consensus Reached on General Issues: Group Three

Issues	Consensus	Partners Responsible
1) Definitions		
<ul style="list-style-type: none"> With the exception of some modification that need to be included in the indicators definition of the PIRS, all have agreed on the definitions 	The partners have agreed to stick to the standard definitions outlined in the PIRS with some required modifications to encompass all the activities of implementing partners	FaBs, DCA, AMDDe, LGP, GRAD, AAIFP, CIAFs and LAND
2) Methodology for Data Collection		
<ul style="list-style-type: none"> Most of the group members have not conducted a baseline so far. FaBS is currently undergoing a baseline in its intervention areas. Other IP to share the experiences of Financial and Business Services (FaBS) to set up a baseline for their own 	All have agreed that the baseline survey of those indicators requiring it should be completed as much as possible.	FaBs, DCA, AMDDe, LGP, GRAD AAIFP, ,CIAFs and LAND
3) Frequency of Data Collection		
<ul style="list-style-type: none"> With the exception of population based survey, all indicators data collection can be collected at annual and quarterly level 	All have agreed to collect the data on annual base. Actually all collect data monthly, quarterly and biannual for their own internal consumption and reporting	FaBs, DCA, AMDDe, LGP, GRAD, AAIFP, CIAFs and LAND
4) Data for Required Disaggregation		
<ul style="list-style-type: none"> Disaggregation at woreda level is possible for all indicators with the exception of Indicator 4.5.2-12 	All agreed to go by the disaggregation's as stated in the PIRS. Disaggregation should be done by woreda and disabilities as well	FaBs, DCA, AMDDe, LGP, GRAD, AAIFP, CIAFs and LAND
5) Establishing Baseline		
<ul style="list-style-type: none"> No baseline has been established so far except for FaBS for all the indicators listed. 	Other IP to share the experiences of Financial and Business Services (FaBS) to set up a baseline for their own	ALL group 3 IPs with the exception of FaBS

Part B: Summary Table on Follow-up Actions: Group Three

S/N	Indicator #	Issues	Actions to be taken	Responsible body	Time frame
Intermediate Result 3: Private sector competitiveness increased					
36	Indicator 4.5-14: Ease of Doing Business Rank	As this indicator is to be assessed from a population based survey, IPs are not required to report on this indicator.			
		However some of the indicator components are directly related with the work of IPs like facilitating credit. IPs can report on it how they are contributing to it. One way is to carry out a donor mapping exercise. That is to identify which donor is working in which issues or components and make that available to the World Bank.	Carry out a donor mapping exercise.	USAID mission	
37	Indicator 4.5.2-12: Number of public-private partnership formed as a result of USG assistance	Count those partnerships with formal written agreement. Alliances, collaboration or any other networking without any formal written agreement should not be counted as one.	Consensus reached on the definition	FaBs, DCA, AMDe, LGP, GRAD, CIAFs and PRIME	
		Our interest is not only to count the number of partnerships established. IPs are also interested in the leveraging effect of the partnership and need to be documented	Document the leveraging effect in the report	FaBs, AMDe, GRAD	When compiling quarter and annual reports
		Partnerships with multiple borrowers form bank as intermediary should only be counted once. Even though all borrowers sign an agreement with the Bank, it will be counted as one as a result of USG involvement with the Bank	Consensus reached and report to be based on this	FaBs, AMDe, GRAD	When compiling quarter and annual reports
		It is not possible to disaggregate partnerships at woreda level as most partnerships are formed at least at regional level.	Disaggregate at Regional level	FaBs, DCA, AMDe, LGP, GRAD, CIAFs and PRIME	
		Other IP to share the experiences of Financial and Business Services (FaBS) to set up a baseline for their own	Set up a baseline	IPs not including FaBS	ASAP

S/N	Indicator #	Issues	Actions to be taken	Responsible body	Time frame
38	Indicator 4.7.1-12: Total number of clients (households and/or microenterprises) benefiting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors	Financial services are any transaction oriented services or anything involving money transfer	Consensus reached on the definition	FaBs, AMDe	
		Non-financial institutions or actors include the Ethiopian Postal service or mobile services or informal village level institutions if they are involved in money transaction or electronic transfer of money and need to be considered in counting.	Include those numbers in the reporting	FaBs, AMDe	When compiling quarter and annual reports
		Other IP to share the experiences of Financial and Business Services (FaBS) to set up a baseline for their own	Set up a baseline	All Group 3 members not including FaBS	ASAP
Intermediate Result 3.1: Increased access to financial sector instrument					
39	Indicator 4.5.2-29: Value of agricultural and rural loans	A loan to agricultural food processing enterprise, would that be agricultural or industrial enterprise? Rural loans are those loans that are used for rural areas or servicing rural areas			
		Commercial banks have business development unit. Asses how banks capture their portfolio. They have classifications of their own based on the national grouping. A template would be developed to work with the banks on the issue of grouping of loans and reporting	To develop a template to assess the classification of the type of loans and the methodology of reporting.	The USAID mission alongside Financial and Business Services (FaBS) will take the lead	ASAP
		Other IP to share the experiences of Financial and Business Services (FaBS) to set up a baseline for their own	Set up a baseline	FaBs, AMDe, GRAD	ASAP
40	CUSTOM Indicator 4.6.2-1: Amount of private financing mobilized with a DCA guarantee	Leveraging effect of DCA also needs to be considered, not just the numbers. Leveraging effect can be measured in three deferent ways: a) Incremental lending b) Term of the lending c) Term plus interest rate			
		Other IP to share the experiences of Financial	Set up a baseline	DCA	

S/N	Indicator #	Issues	Actions to be taken	Responsible body	Time frame
		and Business Services (FaBS) to set up a baseline for their own			
41	CUSTOM Indicator 4.6.2-7: Number of SMEs receiving USG assistance to access bank loans or private equity	Agreed to include in the definition of the PIRS of the term “USG assistance” and it refers to any technical support by USG	Add to the definition	The mission	When amended by the mission
		Agreed to include the word “micro-finance” in the indicator name. The last phrase to be updated as “ to access bank loans, private equity or micro finance”	Add to the definition	The mission	When amended by the mission
		Other IP to share the experiences of Financial and Business Services (FaBS) to set up a baseline for their own	Set up a baseline	FaBs, AMDe PLI-2	ASAP
Intermediate Result 3.2: Improved Public and Private Sector Capacity to Promote Private Sector Growth					
42	CUSTOM Indicator 4.6.2-6: Number of public-private dialogue mechanisms utilized as a result of USG assistance	“Dialogue mechanisms” in the definition refers to PPCF (???). The Ethiopian government through the chamber of commerce carryout forum as part of the partnership as a platform.		FaBs, AMDe, LGP, GRAD, CIAFs, PLI2 and LAND	
		The definition need to be expanded. “Other mechanisms” other than above policy related need to be captured. There are projects working for instance in policy related areas and IPs to come up with a definition encompassing the above	Expand the definition to encompass other areas	CIAFs and others	
43	Indicator 4.6.2-9: Number of private sector firms that have improved management practices as a result of USG assistance	VOCA has a fine tool of organizational capacity assessment. Other IPs to capture and come up with better definition from their experience	Assess VOCAs experience on organizational capacity assessment	AMDe	ASAP
		To include publicly enabled institutions or community based institutions, include “public sector firms” as well in the name and definition of the indicator of the indicator	Modify the definition	The Mission	When amended by the mission
		Other IP to share the experiences of Financial and Business Services (FaBS) to set up a baseline for their own	Set up a baseline	AAIFP, FaBS, LPG and CIAFs	ASAP

Annex 2d: Group 4 (IR4 & IR 5 Indicators) Summary

Part A: Consensus Reached on General Issues: Group Four

Issues	Consensus	Partners Responsible
1) Definitions		
The partners have pointed out that there are some differences in definitions of some of the indicators, when compared to what they have.	The partners have agreed to stick to the standard definitions outlined in the PIRS	All partners
2) Methodology for Data Collection		
a) There were some differences between the methods used to collected data and surveys approaches. For example CRS, FHE , Rest and others	The partners agreed to keep in touch and exchanges tools and experiences so that all will be on the same page and stick to the methodologies outlined in the PIRS	The partners. (This time they have all the definitions and other important information in the PIRS.
b) Some have already conducted baseline, some are doing it and others didn't start yet.	All have agreed that the baseline survey of those indicators requiring it should be completed as much as possible.	The partners in collaboration with CORs/AORs
3) Frequency of Data Collection		
There were some differences on the frequencies of data collections among partners reporting of the same. For example on Custom 4:8.2-26, Rest collects data quarterly, some biannual and others annually	All have agreed to collect the data on annual base. Actually all collect data monthly, quarterly and biannual for their own internal consumption and reporting	Partners reporting on the indicator
4) Data for Required Disaggregation		
There were some discrepancies when it comes to disaggregation of some indicators	All agreed to go by the disaggregation's as stated in the PIRS. Disaggregation should be done by woreda and disabilities as well. (Disability issue should be handled as per the definition given from the mission)	All partners in close collaboration with the their respective AORs/CORs
5) Establishing Baseline		
<ul style="list-style-type: none"> Status Discrepancies were observed between partners as outlined above	Partners agreed to collaborate and work together. ENGINE has very good experiences and tools and agreed to share with other partners.	Cornered partners and their respective AORs/CORs

<ul style="list-style-type: none"> Approach <p>No discrepancies in approaches were raised</p>		
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Part B: Summary Table on Follow-up Actions: Group Four

S/N	Indicator code	Issues	Actions to be taken	Responsible body	Time frame
IR 4: Resiliency to and protection from shocks and disasters increased					
44	4.8.1-6* Number of people (men and women) with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance	<ul style="list-style-type: none"> Definition of economic benefit. Is it at the every beneficiary level of impact level? Rest is not included in the list of reporting partners. where to classify those who are receiving cash transfer 	Mid-term and final review on impact. (Outcome level). Add Rest to the list	Partners(PRIME, ESTA, WATER,GRAD and DFAP(SC-US, FHE, CRS and REST)) and their respective AORs/CORs	Adding Rest to the list should be done as soon as possible
Sub-IR 4.1: Disaster risk management, response and adaptation strengthened					
48	5.2.1-2* Number of people trained in disaster preparedness as a result of USG assistances	<ul style="list-style-type: none"> Frequency of reporting Disaggregation Some DFAP partners are missing 	<ul style="list-style-type: none"> All agreed to report annually Disability will be included into the disaggregation Missing partners should be added 	Partners(Peace Crops, PRIME and LIU-ELA) and their respective AORs/CORs and EPMS	
Sub-IR 4.2: Community infrastructure improved					
49	4.5.1-17 Kilometer of roads improved or constructed	<ul style="list-style-type: none"> Frequency of data collection and reporting Disaggregation 	<ul style="list-style-type: none"> Data collection should be done on monthly bases (From January to June) and reporting is done on annual base Segregation should be done as new constriction and improved/maintained 	DFAP partners(FHE, CRS, SC-US and REST)	Right after the commencement of the project activities or implementations
50	CUSTOM Number of water	Disaggregation	It should be done worded, type, use, new/old or rehabilitated	DFAP partners(FHE, CRS, SC-US and REST) and PLI II	

S/N	Indicator code	Issues	Actions to be taken	Responsible body	Time frame
	points constructed or rehabilitated with USG assistance				
51	CUSTOM Hectares of land put under small-scale irrigation as a result of USG assistance	Partners reporting	Add, PLI II, PCI, REST and FHE to the list	The Mission and EPMS, FHE, PLI II, REST	As soon as possible
Sub-IR 4.3: Natural resource management improved					
53	4.5.2-40 Number of hectares of agricultural land (fields, rangeland, agro-forests) showing improved biophysical conditions as a result of USG assistance	Methods of data collection and baseline. There were Different understandings.	<ul style="list-style-type: none"> • Make it custom and clarify disaggregation • Assessing were it is possible • but agreed to follow PIRS 	DFAP partners(FHE, CRS, SC-US and REST) and WATR in collaboration with AORs/CORs and EMPS	
55	4.8.1-27 Number of people (men and women) receiving USG supported training in natural resources management and/or biodiversity conservation	<ul style="list-style-type: none"> • Disaggregation • Data collection methods • Reporting time frequency 	<ul style="list-style-type: none"> • By sex and community/staff and Add more disaggregation : by Wereda, Disability, Technical staff (gov't & non-gov't) &Community • All have to use training records • All agreed to report annually 	Partners(WATER, PRIME and ESTA) in collaboration with AORs/CORs and EMPS	
Sub IR 4.4: Household assets maintained during shocks					
56	5.1.2-3 Percentage of planned emergency food aid beneficiaries reached with USG assistance	<ul style="list-style-type: none"> • Disaggregation • Data collections methods • Frequency of reporting • Baseline issue 	<ul style="list-style-type: none"> • May not be possible to do by HIV/AIDS status • Disaggregation by worda <ul style="list-style-type: none"> - as indicated in the PIRS - where is possible • Reporting frequency was agreed on to do on annual base 	DFAP partners(FHE, CRS, SC-US and REST)	

S/N	Indicator code	Issues	Actions to be taken	Responsible body	Time frame
IR 5: Improved nutritional status, especially of women and children					
Sub-IR 5.3: Improved utilization of maternal and child health and nutrition services					
69	3.1.9.2-3 Number of children under five who received Vitamin A from USG-supported programs (S)	Cannot be disaggregated by sex, or urban/rural	Disaggregate by Woreda only	ENGINE	
70	3.1.9-15 Number of children under five reached by USG-supported nutrition programs (S)	<ul style="list-style-type: none"> Using data from other programs Some partners are missing from the lists such as CRS and REST Program overlaps between CRS and ENGINE 	<ul style="list-style-type: none"> Estimation is done based on the sex ratio to determine children under the age Add CRS and REST to the list of reporting partners ENGINE and CRS have to discuss and settle the issue of overlap and consistency. 	GRAD, ENGINE and PRIME with their respective AORs/CORS and EPMS	

ANNEX 3: PARTNER REVIEW TOOL

Indicator Harmonization for Development Objective I (DO I) Partners

Template for Confirming Indicators for each Partner

Partner Name: _____

COR Name: _____

S/N	Indicator/Title (Write the IR/Sub IR and # or Code of the Indicator)	Partners tracking /contributes to the indicator (Y/N)	Does the Partner <u>definition</u> conform to the given PIR one for the indicator (Y/N)	What is the <u>source of</u> <u>data?</u>	What is the <u>method of</u> <u>data collection?</u>	What is the <u>frequency</u> <u>of data collection</u> (Quarterly/Annually/ periodically survey)	Conforms to the given Level of disaggregates (for people-level indicators, gender disagrees are required)	Reporting by Location (Regions & Woredas)	Baseline issues/status	Targets (FY 12, 13,14 and 15) (set, partially set not set)	Issues to be addressed by Partner	Remarks
DEVELOPMENT OBJECTIVE I: Increased growth and resiliency in rural Ethiopia												
1	4.5-2* Number of jobs attributed to FTF implementation.											
2	4.5-9 Per capita Expenditure (as a proxy for income) of USG targeted beneficiaries											
3	4.5-13 Prevalence of poverty: Percent of											

S/N	Indicator/Title (Write the IR/Sub IR and # or Code of the Indicator)	Partners tracking /contributes to the indicator (Y/N)	Does the Partner <u>definition</u> conform to the given PIR one for the indicator (Y/N)	What is the <u>source of</u> <u>data</u> ?	What is the <u>method of</u> <u>data collection</u> ?	What is the <u>frequency</u> <u>of data collection</u> (Quarterly/Annually/ periodically survey)	Conforms to the given Level of disaggregates (for people-level indicators, gender disagrees are required)	Reporting by Location (Regions & Woredas)	Baseline issues/status	Targets (FY 12, 13,14 and 15) (set, partially set not set)	Issues to be addressed by Partner	Remarks
	people living on less than \$1.25/day											
4	4.5? Women's Empowerment in Agriculture Index											
5	3.1.9.1-3 & 4.7-4 Prevalence of households with moderate or severe hunger											
IR 1: Performance of the agriculture sector improved												
6	4.5-4* Gross margin per unit of land, kilogram, or animal of selected product											
7	4.5-3 Percent change in agriculture GDP											